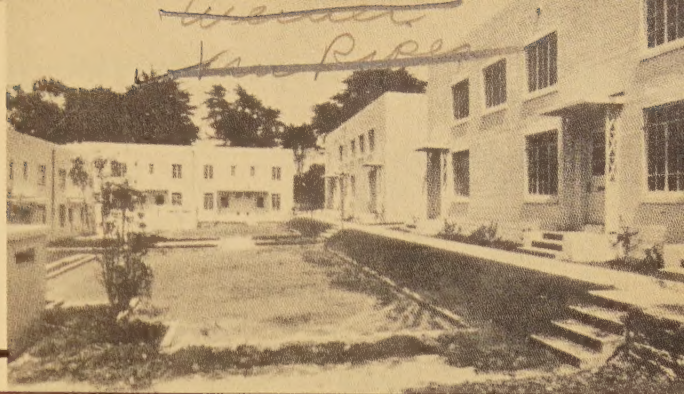


Housing Management Bulletin

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No. 4

MANAGEMENT DIVISION
NATIONAL ASSOCIATION OF HOUSING OFFICIALS
1313 EAST SIXTIETH STREET, CHICAGO, ILLINOIS

September 16, 1940

DIVISION'S PROGRAM OUTLINED — FOURTEEN COMMITTEES ESTABLISHED

At a meeting of the Executive Council held in Cincinnati July 16, 1940, the program of the Management Division for its first year was officially outlined. After passing on new applications for membership in the Division, the Council devoted the remaining sessions of the day to establishing a program for the coming year which would be broad enough in scope to encourage wide participation and yet specific enough in content to yield many concrete ideas to managers and their staffs.

Management and Defense

The place and problems of management as related to the increasingly important question of defense housing were discussed in some detail, particularly tenant inability to pay rent in the event of a draft, tenant ineligibility under income limitations in the event of defense industry activity, and loss of management and technical staff in either event. Also, there was some discussion of management's interest in defense projects which will be built by federal agencies other than USHA but which may be turned over to local authorities after the emergency. It was the final decision of the Council that, inasmuch as two members of the Executive Council, Carleton F. Sharpe, Chairman, and Dr. B. J. Hovde, Vice-Chairman, had already been appointed to NAHO's Committee on Defense Housing, the Division should set up a Committee on Management Aspects of the Defense Housing Program, consisting of these men and Messrs. Goldfeld and Oppermann, with the right to add other members from the Division's membership later and authorized to make studies and recommendations on the role of management both in determining and administering defense housing activity.

Management Committees

The next business of the day was the setting up of personnel and purpose for the following thirteen committees:

COMMITTEE ON TENANT SELECTION AND ORGANIZATION

Chairman - Lionel F. Artis, Housing Manager, Lockefield Garden Apartments, Indianapolis.

Purpose - To study tenant selection procedures and technique and the use of tenant organizations, making reports which may be the basis of future publications.

COMMITTEE ON PUBLIC UTILITY OPERATIONS

Chairman - B. J. Hovde, Administrator, Housing Authority of the City of Pittsburgh.

Purpose - To study and report on utility consumption and related problems.

COMMITTEE ON MERIT SYSTEM FOR MANAGEMENT PERSONNEL

Chairman - Eugene P. Oppermann, Manager, Parkside Homes, Detroit.

Purpose - To study problems relating to the establishment of standards for management personnel and to compile data on examinations for management positions.

COMMITTEE ON ADMINISTRATIVE PRACTICES IN HOUSING MANAGEMENT

Chairman - J. L. Stephenson, Executive Director, Dallas Housing Authority and Housing Manager, Cedar Springs Place.

Purpose - To study staff organization and project management methods; to attempt to correlate types of staff organization and personnel practices with successful administrative practices.

COMMITTEE ON MEASUREMENT METHODS AND UNIFORM RECORDS FOR MANAGEMENT AND MAINTENANCE

Chairman - Carleton F. Sharpe, Community Manager, Greenhills, Ohio.

THE MASTHEAD

Pictured is San Francisco's Holly Courts, the first USHA-aided project west of the Rockies, opened early in June. The project is a 118-unit combination of 3- $\frac{1}{2}$ room flats and 4- $\frac{1}{2}$ to 5- $\frac{1}{2}$ room row-houses, with overall rentals ranging from \$17.95 to \$21.20. A visit to this project was a special feature of NAHO'S Far West Regional Conference in July.

Purpose - To study the advisability of certain uniform records for management and maintenance; to devise measurements of management practice wherever possible.

COMMITTEE ON PUBLICATIONS

Chairman - Sherwood L. Reeder, Community Manager, Greendale, Wisconsin.

Purpose - To supervise the editing of the HOUSING MANAGEMENT BULLETIN and to formulate and recommend general policy for all publications of the Division and to exercise general supervision of all its publications.

COMMITTEE ON MAINTENANCE PROBLEMS

Chairman - J. S. Raffety, Manager, Laurel Homes, Cincinnati.

Purpose - To make studies and reports on specific maintenance problems; such as painting, heating, condensation, keying, etc.

COMMITTEE ON INSURANCE

Chairman - B. J. Hovde, Administrator, Housing Authority of the City of Pittsburgh.

Purpose - To study and make reports on insurance practices and rates.

COMMITTEE ON COLLECTION AND ACCOUNTING PROCEDURES

Chairman - Not appointed.

Purpose - To investigate collection techniques and accounting practices.

COMMITTEE ON SOCIAL EFFECTS OF HOUSING

Chairman - Abraham Goldfeld, Manager, Lavanburg Homes, New York City.

Purpose - To study the social effects of housing in an effort to devise methods of measuring these effects and translating them into statements of fact.

COMMITTEE ON TRAINING

Chairman - Abraham Goldfeld, Manager, Lavanburg Homes, New York City.

Purpose - To evaluate present training practices and to formulate a program for the future.

COMMITTEE ON MANAGEMENT'S CONTRIBUTION TO PLANNING AND DESIGN

Chairman - Eugene P. Oppermann, Manager, Parkside Homes, Detroit.

Purpose - To collect information on problems of design which are effecting or will effect management.

COMMITTEE ON TENANT MAINTENANCE

Chairman - Raymond A. Voigt, Manager, Parklawn, Milwaukee.

Purpose - To study and report on successful procedures and practices in tenant maintenance; to evaluate economies possible with tenant maintenance.

All of these Committees were set up to study either problems brought up at the First Annual Meeting of the Management Division of NAHO held in Pittsburgh, May 13 and 14, or problems suggested to Chairman Sharpe, at his request, by those who applied for membership in the Division at the Meeting. It was the feeling of the Executive Council that since formal organization of the Division had been so long delayed and that since there were so many problems relating to management that were obviously of real concern to the membership, it would be well for the Division to organize its program around a number of committees. The utmost cooperation from all the members will be required to accomplish anything of value in this connection, including a generous response to questions and questionnaires that may be sent out by Committee chairmen.

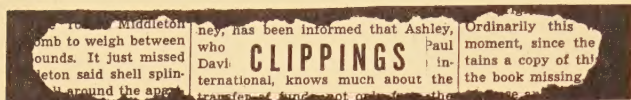
The Executive Council is soliciting every possible assistance in the interests of carrying through to successful completion this very ambitious program for the Division's first year.

DISTRIBUTION POLICY ON BULLETIN

The HOUSING MANAGEMENT BULLETIN is distributed to all members of the Management Division, both active and associate, and is included with subscriptions to publications. Copies are available to nonmembers only by purchase of individual copies at 15¢ each. The BULLETIN is the official organ of the Management Division.

MEET THE DIVISION'S FIRST MEMBERS

- Allen, Martha F. - Supervisor of Community Relations, Laurel Homes, Cincinnati
- Artis, Lionel F. - Housing Manager, Lockefield Garden Apartments, Indianapolis
- Bailey, George O'B. - Chief of Management Supervision, Management Review Division, USHA
- Bartholomy, Carl - Manager, Baker Homes, Lackawanna, New York
- Beard, John W. - Chief, Tenant Relations Division, Housing Authority of the City and County of San Francisco
- Beckwith, Ward - Community Manager, Westmoreland Homesteads, Norvelt, Pennsylvania
- Berman, Irving Gray - Assistant Manager, Pioneer Homes, Syracuse, New York
- Binen, George S. - Manager, Elm Haven, New Haven, Connecticut
- Blackham, Louise P. - Recreation Consultant, Hillside Homes, Bronx, New York City
- Brindle, H. D. - Community Manager, Western Slope Farms, Grand Junction, Colorado
- Brown, Oscar C. - Housing Manager, Ida B. Wells Homes, Chicago
- Cain, C. M. - Housing Manager, Stanley S. Holmes Village, Atlantic City
- Chladek, Arthur L. - Management Advisor, Region VII, USHA
- Coman, Jean - Community Relations Counselor, USHA
- Connelly, Florence E. - Senior Management Aide, Cedar Central Apartments, Cleveland
- Copelin, Ray Y. - Projects Manager, Housing Authority of the County of Los Angeles
- Creighton, R. K. - Executive Director, Raleigh (North Carolina) Housing Authority
- Dorman, Frank B. - Buildings Manager, Vladeck Houses, New York City
- Ducey, John McM. - Administrative Assistant and Purchasing Agent, Chicago Housing Authority
- Dunbar, Henry S. - Housing Manager, Brewster Homes, Detroit
- Edwards, John B. - Manager, Octavia Hill Association, Philadelphia
- Edwards, Prince L. - Manager, James Weldon Johnson Homes, Philadelphia
- Ferrell, Andrew J. - Management Aide, North Boulevard Homes, Tampa, Florida
- Flagg, Charles H. - Washington, D.C.
- Flood, Roger W. - Buildings Manager, Harlem River Houses, New York City
- Fulmer, O. Kline - Assistant Manager, Greenbelt, Maryland
- Gimre, Gerald - Executive Director, Nashville Housing Authority
- Glanz, Harry - Assistant Community Manager, Jersey Homesteads, Hightstown, New Jersey
- Godber, John T. - Rental Clerk and Management Aide, Carl Mackley Houses, Philadelphia
- Goldstein, Beatrice - Management Assistant and Buildings Manager, First Houses, New York City
- Goldwater, Mary - Management Assistant, Williamsburg Houses, New York City
- Heath, Robert E., Jr. - Housing Manager, Olmstead Homes, Augusta, Georgia
- Hill, William E. - Management Aide, Bedford Dwellings, Pittsburgh
- Hovda, B. J. - Administrator, Housing Authority of the City of Pittsburgh
- Ihlder, John - Executive Officer, Alley Dwelling Authority for the District of Columbia
- Jeanes, William W. - Manager, Carl Mackley Houses, Philadelphia
- Jenks, Barton P., Jr. - Manager, Westacres, Walled Lake, Michigan
- Jolly, Elmer - Executive Director, Peoria Housing Authority
- Joyce, Joseph P. - Housing Manager, Newtowne Court, Cambridge, Massachusetts
- Kervick, John A. - Manager, Mravlag Manor, Elizabeth, New Jersey
- Kroening, Walter E. - Assistant Manager and Director of Service, Greendale, Wisconsin
- Kury, Edna L. - Associate Tenant Selection Supervisor, Management Review Division, USHA
- LaFetra, Gladys A. - Buildings Manager, Red Hook Houses, New York City
- Lange, John D. - Senior Administrative Assistant, Greendale, Wisconsin
- Lansing, Catharine F. - Assistant Director, Bureau of Tenant Relations, New York City Housing Authority
- Lumsden, Mrs. May - Director, Bureau of Tenant Relations, New York City Housing Authority
- Lute, Ira E. - Housing Manager, Housing Authority of the City and County of Denver
- Lynch, Peter M. - Housing Manager, Techwood and Clark Howell Homes, Atlanta, Georgia
- MacGathan, John - Housing Manager, Schonowee Village, Schenectady, New York
- Madison, James Arthur - Resident Manager, Poindexter Village, Columbus, Ohio
- Maher, Mary C. - Housing Manager, Lakeview Terrace, Cleveland
- Martin, Brice - Executive Director, Decatur (Illinois) Housing Authority
- Millich, William - Management Aide, Parkside Homes, Detroit
- Monsees, Carl Henry - Executive Assistant to Defense Housing Coordinator
- Nelson, Raymond E. - Housing Manager, Housing Authority of the City of Los Angeles
- Neprud, Marion - Community Manager, Region III, FSA, Waukegan, Illinois
- Oliver, Charles A. - Housing Manager, College Creek Terrace, Annapolis, Maryland
- Olmsted, O. R. - Regional Management Advisor, Region V, USHA
- Oppermann, Eugene - Housing Manager, Parkside Homes, Detroit
- Picard, Adrien D. - Executive Director, Fall River (Massachusetts) Housing Authority
- Raffety, J. S. - Manager, Laurel Homes, Cincinnati
- Raider, Leon - Project Manager, Hill Creek, Philadelphia
- Randle, S. A. - Housing Manager, Edison Courts, Miami, Florida
- Redisch, Harry - Housing Manager, Seth Boyden Court, Newark, New Jersey
- Reeder, Sherwood L. - Community Manager, Greendale, Wisconsin
- Ritter, Benjamin H. - Regional Management Advisor, Region II, USHA
- Robinson, Donald - Director and General Housing Manager, Toledo Metropolitan Housing Authority
- Schermer, George - Director of Tenant Selection, Chicago Housing Authority
- Schoell, Dorothy P. - Director of Research and Information, Philadelphia Housing Authority
- Schroder, Fred F. - Director of Public Works and Utilities, Greenhills, Ohio
- Schweickart, Lowell G. - Superintendent of Buildings, Greenhills, Ohio
- Scruggs, Booker T. - Project Manager, College Hill Courts, Chattanooga, Tennessee
- Sharpe, Carleton F. - Community Manager, Greenhills, Ohio
- Shaw, Howard D. - Superintendent, Ida B. Wells Homes, Chicago
- Simpson, Gordon H. - Manager, Outhwaite Homes, Cleveland
- Snyder, John C. R. - Resident Manager, Major Bowman Terrace, Vincennes, Indiana
- Stannard, Paul L. - Resident Manager, Cedar Central Apartments, Cleveland
- Stephenson, James L. - Executive Director and Housing Manager, Dallas Housing Authority
- Sturges, H. W. - Regional Management Advisor, Region I, USHA
- Sweeney, Ellsworth J. - Manager, Pennington Court, Newark, New Jersey
- Taylor, Robert - Manager, Michigan Boulevard Garden Apartments, Chicago
- Thorne, Franklin - Rehousing Assistant, Alley Dwelling Authority for the District of Columbia
- Tucker, Lawrence N. - Senior Administrative Assistant, Greenhills, Ohio
- Ver Lee, Jay M. - Associate Community Relations Counselor, Management Review Division, USHA
- Vinson, Finley - Executive Director and Housing Manager, Housing Authority of the City of Corpus Christi, Texas
- Voell, Richard F. - Associate Director, Management Review Division, USHA
- Walte, Charles, Jr. - Chief Management Aide, City of Louisville Municipal Housing Commission
- Zelditch, Morris - Chief of Tenant Relations, USHA
- Zinke, Clara Louise - Director, Tenant Relations, Greenhills, Ohio



C. M. CAIN . . .

C. M. Cain, Manager of Stanley S. Holmes Village, Atlantic City, had the honorary degree of Doctor of Humane Letters conferred upon him by Lincoln University, Chester County, Pennsylvania.

RAY Y. COPELIN . . .

Ray Y. Copelin, of the Housing Authority of the County of Los Angeles, at the day-long session on management problems of NAHO's Far West Regional Conference in San Francisco July 8, 9, 10, stated that in an analysis they had made among their applicants, 45 per cent had applied as a result of newspaper publicity, 15 per cent as a result of radio publicity, 19 per cent as a result of bulletins, 15 per cent talks and speeches, 3 per cent the sign at the project, and an additional 3 per cent could not indicate any particular influence leading to the applications for apartments. The findings of this particular discussion at the meeting seemed to be that a short, intensive period of tenant selection, well coordinated with the close of the construction program, was the ideal system.

ARTHUR CHLADEK . . .

At the San Francisco Conference, in the discussions on maintenance and operation, considerable stress was laid on the effects which planning and design have on maintenance. As an example, Mr. Arthur L. Chladek, Management Advisor, USHA Region VII, pointed out how the placing of garbage receptacles and incinerators effected maintenance staff size and reviewed the case of a certain project where three different systems of refuse disposal were tried before one best adapted to its needs and still requiring only reasonable staff maintenance was evolved. Any one of the systems with which the project experimented would have been adequate but the difference in required staff maintenance was appreciable. Foresight in planning and design, it was felt, would have obviated this trial-and-error approach.

APPRENTICED . . .

Within the past month, two trainees have taken advantage of the Division's apprenticeship training program - Miss Marie Hays, Assistant Executive Director of the Housing Authority of the City and County of Denver, and Mrs. Agnes M. Foote, Management Aide of the South Side Terrace Homes, Omaha. Mr. Ira E. Lute, Housing Manager of the Denver

Authority, also planned to enroll for a period of training at Lauderdale Courts, Memphis, Tennessee, but a press of work occasioned by the tenant application schedule for Lincoln Park Homes forced him to abandon the plan temporarily. Miss Hay's training was with the Chicago and Cleveland Authorities. Mrs. Foote will go to Laurel Homes, Cincinnati, for a two weeks' stay.

APPOINTED BY COMPETITION . . .

Oscar C. Brown of the Ida B. Wells Homes in Chicago and Harry H. Olson of Parkdale, Great Falls, Montana, have recently earned their positions through competitive examinations. The Chicago Authority has now announced competitive examinations for five additional project positions: Cashier (\$1560 - \$1800); Assistant Cashier (\$1440 - \$1620); Secretary (\$1440 - \$1620); Telephone Operator and Receptionist (\$1200 - \$1500); Service Clerk (\$1200 - \$1620).

STAGGERED . . .

The Housing Authority of the City of Pittsburgh is using for their Terrace Village I and II and Bedford Dwellings projects a stagger-lease system which entails the signing each month (until completion of Terrace Village II in the fall of 1941) between 100 and 200 leases, drawn on a month-to-month basis.

COATS OFF

The Management Division has assigned to the Committee on Publications, among other things, responsibility for the HOUSING MANAGEMENT BULLETIN. This little sheet came into being and has been kept alive through the untiring efforts of Abraham Goldfeld and Mrs. Beatrice Rosahn. To them we say . . . Hats Off. To ourselves and to you we say . . . Coats Off.

It is our desire to make the BULLETIN one of the most vital and helpful services of the Management Division. We want you to be anxiously awaiting each issue because you know it will bring you material which is going to help you to do a better job. Criticism is invited and your assistance is earnestly solicited.

This sheet is yours. It is intended solely to serve you and that it will do until every last one of us is conscripted in national defense.

Sherwood L. Reeder, Chairman
Committee on Publications